

The Influence of Work Period, Career Development and Work Motivation on Employee Satisfaction in the Human Capital Management System Implementing Competence Path at Pt Pln (Persero) Main Unit, Suluttenggo Area

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ABSTRACT

Job satisfaction is a very important factor in an organization. Job satisfaction is very influential on the achievement of an organization. The purpose of this study was to analyze the influence of tenure, career development, and work motivation on job satisfaction of Human Capital Management System Employee Competency Pathways at PT PLN (Persero) Main Unit, Suluttenggo Region. The population in this study amounted to 277 employees, using the Probability Simple Random Sampling technique and taking the total sample size using the Krejcie & Morgan table of 162 employees, based on the questionnaire distributed as many as 162 using online assistance (Google Form) while only 107 employees answered. Data analysis in the form of validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, determinant coefficient test, F test, and t test. The results of the study show that simultaneously and partially, years of service, career development, and work motivation have an effect on job satisfaction. PT PLN (Persero) Main Unit for the Suluttenggo Region and the Human Talent Development (HTD) division should continue to pay attention to factors regarding Tenure, Career Development and Work Motivation in order to increase Job Satisfaction for employees of the Human Capital Management System Competency Path Executor and so that PT PLN (Persero) can review the rules and provide opportunities for employees of the Human Capital Management System Competency Pathway to be able to occupy structural positions in the company, such as non-executive competency line employees.

INTRODUCTION

Human Resource Management (HRM) is currently an important part of an organization or a company in achieving a target to be achieved. Good HRM can affect the job satisfaction of employees or employees in the company, job satisfaction is an attitude or feeling that is felt by someone when there is a realization between expectations and reality that is obtained from the reciprocal results of work that has been carried out. Job satisfaction is important for both individual employees and companies, for individuals it is related to happiness and health in carrying out work while for companies it increases productivity. There are also several factors

that influence job satisfaction including tenure, career development and work motivation,

The effect of years of service, career development, and work motivation on job satisfaction then becomes an interesting thing to study in Human Capital Management System (HCMS) Employee Competency Pathways at PT PLN (Persero) Main Unit in the Suluttenggo Region. This is because based on the observations made by the author, the employee's job satisfaction has not been fulfilled. This can be seen when there are still HCMS employees in the implementing competence path who have not been able to occupy structural positions in PLN and even this is aspired to by the PLN workers' union itself as a representative of HCMS employees in the PLN line. implementing competence, even though the working period has exceeded 10 years and this can also create work motivation for HCMS employees in the implementing competence path.

Formulation of the problem

1. Does tenure, career development, and work motivation simultaneously affect job satisfaction of employees of the Human Capital Management System Competency Line for PT PLN (Persero) Main Unit, Suluttenggo Region?
2. Does employee tenure partially affect employee job satisfaction in the Human Capital Management System Competency Line for Implementers of PT PLN (Persero) Main Unit in Suluttenggo Region?
3. Does employee career development partially affect employee job satisfaction in the Human Capital Management System Competency Line for Implementers of PT PLN (Persero) Main Unit in Suluttenggo Region?
4. Does employee work motivation partially affect employee job satisfaction in the Human Capital Management System Competency Line for Implementers of PT PLN (Persero) Main Unit in Suluttenggo Region?

Research purposes

1. To analyze tenure, career development, and work motivation simultaneously influence the job satisfaction of employees of the Human Capital Management System PT PLN (Persero) Main Unit, Suluttenggo Region.
2. To analyze the length of service has a partial effect on Job Satisfaction of Human Capital Management System Employees of PT PLN (Persero) Main Unit, Suluttenggo Region.
3. To analyze career development partially influence Employee Job Satisfaction Human Capital Management System PT PLN (Persero) Main Unit, Suluttenggo Region.
4. To analyze work motivation partially influence Employee Job Satisfaction Human Capital Management System PT PLN (Persero) Main Unit, Suluttenggo Region.

LITERATURE REVIEW

Job satisfaction is a very important factor in an organization. Job satisfaction is very influential on the achievement of an organization. According to (Sutrisno, 2019) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. Job satisfaction in any case is very important, the tendency to improve employee performance in the company will not be achieved without employee job satisfaction. In addition, employees who do not reach the level of job satisfaction will not reach psychological maturity within themselves. They tend to be lazy at work. If employees have this attitude, it is difficult for a company to achieve its goals.

According to (Supriyatna, 2020) tenure is defined as the total time an employee works in an agency. The term of service relates to employees as the length (number of years) for employees

to serve the institution. Factors that can affect tenure are job demands, job resources, job resources and personality.

Career development is a process for identifying career and employee potential and preparing to develop existing potential (Santoso, 2019). Career development is basically needed for organizations because career development is oriented towards future challenges in dealing with increasingly complex problems. The stages of career development are early career, mid-career and late career.

Motivation is a determining factor for an employee at work. A conducive atmosphere, adequate facilities, the abilities possessed by employees if they do not have the motivation to complete work, then the results of the work will not work properly (Setiadi, 2021). Motivation according to Herzberg's theory consists of 2 factors, namely intrinsic motivation and extrinsic motivation.

Previous Research

Lubis and Meliza's research (2022), the results of the study show that job satisfaction for employees of the Culture and Tourism Office of North Sumatra Province is influenced by the work environment and years of service simultaneously positively and significantly. The job satisfaction of the Culture and Tourism Office of North Sumatra Province is dominantly influenced by years of service.

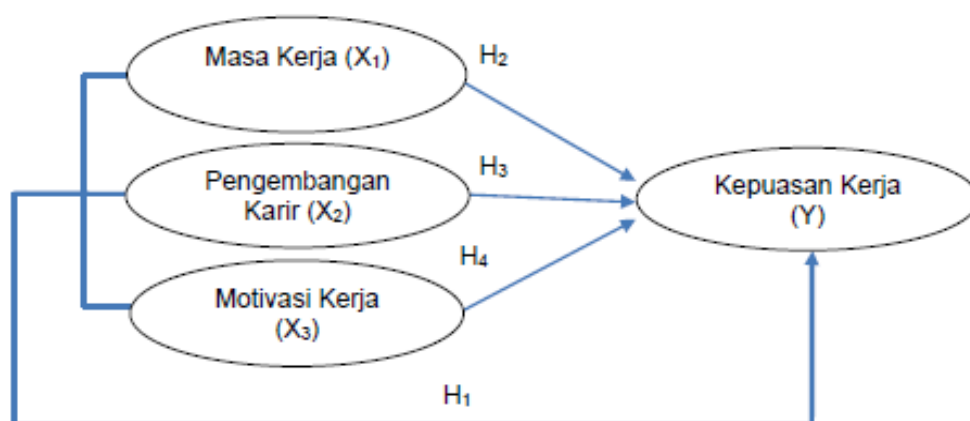
Research by Lasut, Koleangan and Uhing (2020), the results of the research show that career development, work discipline and motivation affect employee job satisfaction at PT. SULUTGO BANK. Preferably PT. BANK SULUTGO pays attention to career development, work discipline and motivation because it has an influence on employee performance.

Research Sompie, Taroreh, and Lumintang (2019), the results show that simultaneously compensation, career development and motivation have an effect on employee job satisfaction, partially compensation and motivation have a positive and significant effect on job satisfaction, while career development has no significant effect on job satisfaction.

Model and Research Hypothesis

Research Model

Figure 1 displays the research model based on the background of this study.



Picture1. Research Model

Source: Literature Reviews, 2022

Based on the research model (figure 1) above, the research hypothesis can be formulated as follows:

H1: It is suspected that tenure, career development, and work motivation simultaneously have a

positive effect on job satisfaction of employees of the Human Capital Management System in PT PLN (Persero) Main Unit, Suluttenggo Region.

H2: It is suspected that the working period has an effect on the job satisfaction of the employees of the Human Capital Management System Implementation Line of PT PLN (Persero) Main Unit in the Suluttenggo Region.

H3: It is suspected that career development has an effect on job satisfaction of employees of the Human Capital Management System for PT PLN (Persero) Main Unit, Suluttenggo Region.

H4: It is suspected that work motivation has an effect on employee job satisfaction in the Human Capital Management System Implementation Line of PT PLN (Persero) Main Unit in the Suluttenggo Region.

RESEARCH METHODS

This study uses quantitative research methods that are used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative or statistical, with the aim of testing the hypotheses that have been set. In other words, this research is an associative research that aims to determine the effect or relationship between two or more variables. This research can build a theory that can function to explain, predict and control a phenomenon.

Data collection technique

The types of data used in this research are primary data and secondary data. According to (Sugiyono, 2019: 194) primary data is a data source that directly provides data to data collectors. According to (Sugiyono, 2012: 141) is a source of data obtained by reading, studying and understanding through other media sourced from literature, books, and documents.

The definition of population according to (Sugiyono, 2019: 126) population is a generalization area consisting of: objects or subjects that have certain quantities and characteristics determined by researchers to study and then draw conclusions. With this the researchers took a total sample of 162 from the total population, namely 277 employees of the Human Capital Management System Implementation Line of PT PLN (Persero) Main Unit for the Suluttenggo Region using the Krejcie & Morgan table. The sampling technique used is Probability Simple Random Sampling. The data collection method used in this study was based on distributing questionnaires to 7 (seven) customer service units and 1 (one) distribution control unit (UP3 Tahuna, Manado, Kotamobagu, Gorontalo, Toli-toli, Palu, Luwuk and the Suluttenggo Distribution Regulatory Unit) via Google form as many as 162 questionnaires but only 107 respondents answered, with a duration of 2 (two) weeks. While the data analysis technique to test the hypothesis is multiple linear regression analysis.

RESULTS AND DISCUSSION

Results

Validity test

According to (Sugiyono, 2019), the validity test is used to measure the legitimacy or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire. If the significance of the correlation results is less than 0.05 (5%) then declared valid and otherwise declared invalid.

Table 1. Results of the Research Instrument Validity Test

Variable	Indicator	Sig	r count	r table	Information
Service Period (X1)	X1.1	0.000	0.797	0.361	Valid
	X1.2	0.000	0.790	0.361	Valid

	X1.3	0.000	0.897	0.361	Valid
	X1.4	0.000	0.900	0.361	Valid
	X1.5	0.000	0.691	0.361	Valid
Career Development (X2)	X2.1	0.000	0.887	0.361	Valid
	X2.2	0.000	0.900	0.361	Valid
	X2.3	0.000	0.926	0.361	Valid
Work Motivation (X3)	X3.1	0.000	0.919	0.361	Valid
	X3.2	0.000	0.882	0.361	Valid
Job Satisfaction (Y)	Y1	0.000	0.767	0.361	Valid
	Y2	0.000	0.697	0.361	Valid
	Y3	0.000	0.856	0.361	Valid
	Y4	0.000	0.843	0.361	Valid
	Y5	0.000	0.748	0.361	Valid

Source: primary data (processed by SPSS 25), 2022

From the results of the validity test in table 1 above, it can be seen that all items are valid because they have a significance value below 0.05 and the calculated r value is greater than the r table value. Therefore it can be concluded that the results of testing the validity of all statements are valid.

Reliability Test

Reliability Test is to measure whether a research questionnaire to be used is reliable or not. The questionnaire is said to be reliable if the answers from the respondents to the statements given are consistent. A variable can be said to be reliable when the Cronbach's Alpha value is > 0.60 (Ghozali, 2018).

Table 2. Instrument Reliability Test Research Results

Variable	Cronbach's Alpha	Role of Thumb	Information
Service Period (X1)	0.868	0.6	Reliable
Career Development (X2)	0.888	0.6	Reliable
Work Motivation (X3)	0.762	0.6	Reliable
Career Satisfaction (Y)	0.822	0.6	Reliable

Source: primary data (processed by SPSS 25), 2022

From the results of the reliability test in the table above, it can be seen that all variables have a Cronbach Alpha value above 0.6. It can be concluded that all variables can be said to be reliable.

Multiple Linear Regression Test Results

The results of multiple linear regression analysis are shown in table 3 below:

Table 3. Multiple Linear Regression Test Results

Variable	The coefficient β	Standard Error
constant	3,667	1,600
Service Period (X1)	0.293	0.076
Career Development (X2)	0.464	0.128
Work Motivation (X3)	0.646	0.178

Source: primary data (processed by SPSS 25), 2022

Regression Equation: $Y = 3.667 + 0.293X_1 + 0.464X_2 + 0.646X_3 + e$

1. The constant value obtained is 3.667, which means that the variables of length of service, career development, work motivation are assumed to be 0, so the value of job satisfaction is 3.667.
2. The Tenure Variable (X1) shows the value of the Regression Coefficient of the Tenure Variable has a positive value of 0.293, which means that if there is a 1% increase in the Tenure Variable it will cause an increase in job satisfaction of 0.293
3. The Career Development Variable (X2) shows the value of the Regression Coefficient of the Career Development Variable is positive at 0.464, which means that if there is a 1% increase in the Career Development Variable, it will cause an increase in job satisfaction by 0.464.
4. The Work Motivation Variable (X3) shows the value of the Regression Coefficient of the Work Motivation Variable is positive at 0.646, which means that if there is a 1% increase in the Job Satisfaction Variable it will cause an increase in job satisfaction of 0.646.

Hypothesis test

Table 4. Hypothesis Testing Results

Variable	t count	Sig	Information
Service Period (X1)	3,831	0.000	Significant
Career Development (X2)	3,637	0.000	Significant
Work Motivation (X3)	3,621	0.000	Significant
F count	47,877	R	0.763
F sig	0.000	Adj R Square	0.570

Source: primary data (processed by SPSS 25), 2022

Hypothesis test simultaneous (F test)

This test aims to determine the extent to which the independent or independent variable (X) used in this study is able to explain the dependent or dependent variable (Y). As for the testing criteria for a significance value of less than 0.05, it is concluded that the independent variables have a significant effect simultaneously (together) on the dependent variable.

Table 5. Analysis of Variance (ANOVA)

ANOVAa

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	281,400	3	93,800	47,877	.000b
	residual	201,796	103	1,959		
	Total	483,196	106			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Motivation, Tenure, Career Development

Source: primary data (processed by SPSS 25), 2022

The magnitude of the probability or significance number in the ANOVA calculation is used to test the feasibility of the regression model, provided that the probability as a reference is below 0.05. Furthermore, in the table above, the ANOVA test produces an F number of 47,877 with a

significance level (probability number) of 0.000. Because the probability number is <0.05 , this regression model is feasible to use in predicting the dependent variable in this study, namely Job Satisfaction. So it can be concluded that the variable length of service (X1), career development (X2), work motivation (X3) has a significant effect simultaneously (together) on job satisfaction variable (Y).

1. Partial Hypothesis Test (t Test)

This test aims to determine the effect of the independent variable partially or individually in explaining the variation of the dependent variable.

In the Variable Years of Service, the calculated t value obtained is 3.831 with a sig value of 0.000. The results of the sig analysis of 0.000 are smaller than 0.05, so it can be concluded that partially or individually, the variable of tenure has a significant effect on job satisfaction. (H0 is rejected and Ha is accepted).

In the Career Development Variable, the calculated t value obtained is 3.637 with a sig value of 0.000. The results of the sig analysis of 0.000 are smaller than 0.05, so it can be concluded that partially or individually the career development variable has a significant effect on job satisfaction. (H0 is rejected and Ha is accepted).

In the Work Motivation Variable the calculated t value obtained is 3.621 with a sig value of 0.000. The results of the sig analysis of 0.000 are smaller than 0.05, so it can be concluded that partially or individually the variable of work motivation has a significant effect on job satisfaction (H0 is rejected and Ha is accepted).

2. Determinant Coefficient (Adjusted R2)

The coefficient of determination (Adjusted R2) is used to determine the magnitude of the variation of the dependent variable which can be explained by the variation of the independent variables, the rest which cannot be explained are part of the variation of other variables that are not included in the model. The Adjusted R2 value is between 0 and 1. If the Adjusted R2 value is close to 1, it means that the independent variable is able to provide almost all the information needed to predict the dependent variable and vice versa if the Adjusted R2 value is close to 0 it means that the ability of the independent variable to predict the dependent variable is very limited. From the research results, the Adjusted R square value is 0.570 (57%) while the remaining 43% is explained by other factors.

Discussion

1. Effect of Tenure on Job Satisfaction

The results of the analysis of this study indicate that tenure has a positive and significant effect on job satisfaction. This can illustrate that the longer the employee's working period, the higher the job satisfaction of the employee. This research is supported by the research of Edi Winata, Kartika Sari Lubis and Juli Meliza which states that tenure has a significant effect on job satisfaction. Tenure of work is related to the loyalty of an employee or employee to the company, with length of service having an effect on competency and experience possessed thereby increasing job satisfaction. A long working period can make a person competent and skilled in solving the problems he faces at work. When the working period increases, the higher the job satisfaction.

2. The Effect of Career Development on Job Satisfaction

The results of this research analysis indicate that Career Development has a positive and significant influence on job satisfaction. In other words, career development has an impact on job satisfaction. This research is supported by Jisrael R Lasut's research in the context of the influence of career development, work discipline and motivation on employee job satisfaction at

PT. North Sulawesi Bank. This research is also supported by Joko Bagio Santoso's research in the context of Effects of Career Development, Work Discipline and Work Environment to Job Satisfaction. Career Development has proven to be influential and significant on employee job satisfaction in the Human Capital Management System Competency Pathway for PT PLN (Persero) Main Unit, Suluttenggo Region.

3. The Effect of Work Motivation on Job Satisfaction

The results of this research analysis indicate that work motivation has a positive and significant influence on job satisfaction. This can illustrate that the higher the employee's work motivation, the higher the job satisfaction of the employee. This research is supported by Alex Sutanto's research in the context of the Influence of Work Motivation and Stress on Job Satisfaction at PT. Delta Multi Mandiri Medan which states that work motivation has a significant effect on job satisfaction. This research is also supported by Andre Sompie's research in the context of the Influence of Compensation, Career Development and Motivation on Job Satisfaction of Employees of the Manado City Environmental Service which states that work motivation has a significant effect on job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The conclusions in this study are:

1. Simultaneously Tenure, Career Development, and Work Motivation have a significant effect on Job Satisfaction of employees of the Human Capital Management System Competency Pathway for Implementers of PT PLN (Persero) Main Unit in Suluttenggo Region.
2. Partially, tenure has a significant effect on Job Satisfaction of employees of the Human Capital Management System Competency Path of PT PLN (Persero) Main Unit, Suluttenggo Region.
3. Partially Career Development has a significant effect on Job Satisfaction of employees of the Human Capital Management System Executive Competency Pathway of PT PLN (Persero) Main Unit in Suluttenggo Region.
4. Partially, Work Motivation has a significant effect on Job Satisfaction of employees of the Human Capital Management System Competency Path of PT PLN (Persero) Main Unit, Suluttenggo Region.

Suggestion

Suggestions in this study are:

1. PT PLN (Persero) Main Unit for the Suluttenggo Region and the Human Talent Development (HTD) division should continue to pay attention to factors regarding Tenure, Career Development and Work Motivation in order to increase Job Satisfaction for employees of the Human Capital Management System Competency Pathway for PT PLN Executors (Persero) Main Unit for the Suluttenggo Region so as to increase the productivity of these employees.
2. Based on the respondents' responses, the lowest indicator of tenure is a promotion. In career development, the lowest indicator is the opportunity to become head or leader or deputy head or leader. In Work Motivation the lowest indicator is developing creativity. And in Job Satisfaction the lowest indicator is wages. From the results of data management, the lowest indicator must be given more attention and immediately corrected because this has a major effect on employee job satisfaction in the Human Capital Management System Competency Pathway for Implementers of PT PLN (Persero) Main Unit for the Suluttenggo Region.
3. Based on the results of the research, it was suggested that several respondents suggested

that PT PLN (Persero) could review the rules and provide opportunities for Human Capital Management System employees in the Executive Competency Path to be able to occupy structural positions in the company, such as employees who are not in the Executive Competency Line. When there are opportunities for career development, tenure and motivation from employees, job satisfaction will be created in the company PT PLN (Persero).

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